

CULTURE WORKSHOP



Overview

- Background
- History
- Directives / Mandates
- CW Dos and Don'ts
- Process
- Facilitation Team
- Mechanics
- Seminar Schedule
- Seminar Description
- Seminar Pillars
- Seminar Wrap-up
- Debrief
- Metrics
- CW Facilitator Unit
- Funding
- CO's Comments
- Road Ahead
- Questions

Background

- In 1992, ANG Program developed by Col Alan Groben
 - CW Foundation Statement –
Operational Excellence exists on a
Foundation of
Trust, Integrity & Leadership
Created and Sustained Through Effective
Communication
- In 1996, the Naval Aviation Human Factors Quality Management Board (HF QMB) was chartered to
“reduce the human error flight mishaps by 50 % by FY-00.” One of the HF strategies adopted by the HF

Background (Cont)

- **VF-213** - Nashville F-14 - A Case Study in failing Culture Command Alignment or “Do you see what I see”
- US Navy contacts Col Groben for assistance
 - Trains 6 Facilitators (best of the best) – mix of O6s and O5s with strong resumes and recommendations from CNAL and CNAP
 - TYCOM level funding for travel, man-days / billets from CNARF
 - Billets began as collateral duty, but in recent years have become stand alone.
 - Squadrons voluntary
 - Results confidential, CO only

History

- CAPT Walt Cummings - CNAL
 - CO Feedback
- RADM Dirren - NAVSAFECEN
 - Triangulation
- RADM Architzel - NAVSAFECEN
 - 'Outta Here'
- RADM Turcotte - NAVSAFECEN
 - 'Welcome Back'
- RADM Brooks - NAVSAFECEN
 - Quarterly VTC / Briefing
- RADM Mayer - NAVSAFECEN
 - Creating the Vision

Directives /Mandates

- USMC Safety Campaign Plan 2002 "Identify and train Culture Workshop Facilitators by the end of FY02."
- 071000Z JAN 03 - VADM Malone (CNAF) "Institutionalize use of Cultural Workshops. All deployable aviation squadrons complete a formal Naval Safety Center sponsored Cultural Workshop during the IDTC. Non-deployable units complete a workshop once during each two-year period."
- 121432Z MAY 04- GEN Nyland (ACMC) "Establish a baseline...by 1 Jul 04. After a baseline is established, perform a command survey semiannually until further notice using any of the following methods:
 - (1) A Cultural Workshop (This should be conducted at least every two years)."

CW Dos and Don'ts

WHAT WE DO:

- Provide a proactive tool for Commanding Officers
 - C.O. has to request CW
 - Identify human factor concerns before the fact
 - Promote organizational effectiveness
 - Facilitate Individual Buy In/ Ownership. Part of the problem/solution
- Facilitate ORM
 - By definition CW is step one in ORM
 - Workshops are set up and debriefed in a ORM format

CW Dos and Don'ts (Cont)

- Link to other tools/resources
 - MCAS CSA
 - Safety Center
- Provide high level visibility of senior leadership's commitment to operational units
- Provide early warning of organizational challenges
 - Recent Events
 - Message mismatch
 - Unfiltered information (not to compromise CW integrity)

CW Dos and Don'ts (Cont)

- Provide a forum to address underlying Culture Foundations
 - How do we do business in relation to Core Values?
 - Career concerns vs. the right thing to do
 - Honesty in reporting
 - Effective vs. efficient
 - Unsolvable equations
 - Long term health and viability of the organization
 - 21st century leadership to match 21st century technology

CW Dos and Don'ts (Cont)

WHAT WE DON'T DO:

- Solve Problems
 - Suggestions/Tools/ Best practices if requested
- Usurp or infringe upon Command Authority
- Provide Unit Specific Data

Process

- Requested by Commanding Officer
 - On-line information at
<http://www.safetycenter.navy.mil/culture/default.htm>
 - Must complete request form
 - Information emailed to scheduler and Program Manager
 - Request entered into NSC maintained database



Checklists | Downloads | Instructions | ORM | Presentations | Site Map | Search

Afloat | Ashore | Aviation | Magazines | OSH | Statistics | Training

Culture Workshop

- [Culture home](#)
- [Overview](#)
- [Mission](#)
- [Package Info](#)
- [Background Articles](#)
- [CSA/MCAS Info](#)
- [ESCS Shore-Based Survey](#)
- [Debrief Comments](#)
- [Request a Workshop](#)
- [Contact Information](#)
- [Best Practices \(.mil\)](#)
- [Lessons Learned \(.mil\)](#)

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- [Contact Us](#)
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- [FOIA](#)
- [Instructions](#)
- [Links](#)
- [Photo of the Week](#)
- [Plug-Ins](#)
- [Presentations](#)
- [Public Affairs](#)
- [Site Map](#)
- [Search](#)

Request a Culture Workshop

Use the form below to send the information we need to start the process of scheduling a culture workshop for your command. Please note that the dates requested for your workshop are subject to availability of personnel and funds, and may be changed.

Note: All fields are required to process form.

Command Name:**Unit UIC:****Location for Workshop:****TYCOM:****Aircraft Type:****CO Name:****CO Commercial Phone Number:****CO DSN Phone Number:****CO Email Address:****POC Name:**

Button Test Culture Workshop Requests



Squadron Cancelled

Squadron	NSC	Request Received	12/19/2003	Schedule Date	2/17/2004	Facilitator	Boyer
UIC		Request #	1	1st Date		Facilitator-1	
Aircraft Type	N/A	Priority		2nd Date		Facilitator-2	
Location	Norfolk	TYCOM		QUESTION	VALUE	CATEGORY	Remarks
CO							
Name		CW Completed	<input checked="" type="checkbox"/>	#2			
Phone # (Comm):		Date Critique Sent to CO					
Phone # (DSN)		CO's Comments Received	<input type="checkbox"/>	#3			
Email		30+Day Follow up Sent	<input type="checkbox"/>				
POC							
Name				#4			
Phone # (Comm):							
Phone # (DSN)				#5			
Email							
Comments:	FY04 completed add	Critiques Not Sent to CO		#6			
		All Critiques Not Received From CO's					
		30 to 60 Days Delinquent					
		60 to 90 Days Delinquent					
		All Completed CO Critiques					

Critique Status Reports

Self Help Status Reports

Preview Scheduled Squadrons Report	Preview Expired Requests and 30 Days Out Report
Preview POC Report	Preview Facilitators Needed Report
Preview FY-05 Completed by TYCOM Report	Preview FY-06 Completed by TYCOM Report

Process (Cont)

- List of units requesting workshop is transmitted weekly by scheduler to all Facilitators and TYCOMs.
- Facilitator contacts unit, confirms dates, and updates information with scheduler

Facilitators Needed

<i>Location</i>	<i>Squadron</i>	<i>1st Date</i>	<i>2nd Date</i>	<i>Pri</i>	<i>Comments</i>
<i>Cherry Point</i>					
	Marine Unmanned Aerial Vehid	10/24/2005	10/27/2005	IV	Currently deployed. Expect to return in Sept. Change of command will take place 31 May 05. Will update this page with new CO information at that time.
	VMAQ-2	11/14/2005	11/18/2005	I	2nd Request.
	VMGRT-253	1/ 2/2006	2/ 6/2006	II	7/22: updated need to get out to this unit. 3rd request!!!
	NADEP Cherry Point	9/ 9/9999	9/ 9/9999	IV	
<i>Edwards AFB, CA</i>					
	HMM-764	11/29/2005	12/ 6/2005	I	Very interested in getting one just back from the desert. They updated dates 25 Oct. Flexible would like before 04 Jan 06.
<i>NAS Lemoore</i>					
	VFA-147	12/ 5/2005	1/ 9/2006		
<i>NAS Oceana</i>					
	VFA-32	4/ 3/2006	4/17/2006	I	2nd request. F-14B squadron that started F-18F transition in Oct 2005. F-18F Safe for flight approx Mar 2006.
<i>Norfolk</i>					
	VAW-123	2/13/2006	3/13/2006	IV	Scheduled to depart on cruise early May 06. Would like before they depart. Dates semi-firm. In Fallon most of Jan.

Scheduled Squadrons

<i>Facilitator</i>	<i>Schedule Date</i>	<i>Location</i>	<i>Squadron</i>
<i>Boal</i>	11/16/2005	San Diego	Naval Air Depot, North Island
	2/1/2006	Key West	VFC-13 Det Key West
<i>Braun</i>	9/9/9999	Brunswick	VP-26
	9/9/9999	Brunswick	VPU-1
<i>Cuca</i>	11/4/2005	Jacksonville	HS-75
	11/7/2005	Jacksonville	VS-31
	11/18/2005	Fort Worth	VR-69
	11/28/2005	Jacksonville	HS-11
	12/5/2005	Mayport, FL	HSL-46
	12/7/2005	Mayport	HSL-48
<i>Owens</i>	10/26/2005	Oceana	VFA-11
	11/21/2005	Norfolk	VAW-125
<i>Platz</i>		Norfolk	HSC-26
	11/5/2005	Whidbey	VR-61
	11/7/2005	Whidbey	VAQ-129
	9/9/9999	Cherry Point	VMR-1
	9/9/9999	Cherry Point	VMQ-4
<i>Quessenberry</i>		Cherry Point	VMGR-252
<i>Radtke</i>	9/9/9999	New River	VMFT-204

Process (Cont)

- Facilitator continues dialogue with unit
 - Sends out Welcome Letter via email
 - Coordinates any other requirements (funding, billeting, etc.)

Facilitation Team

- 1 Trained CW Facilitator (from NSC) per approximately 300 members of command
- 2 Assistants from “Sister Command”
 - 1 O2/3 Flyer
 - 1 E7/8 Maintainer
- No member shall be from Higher HQ

Mechanics

- Schedule: (Day Prior)
 - Facilitator may arrive at squadron the night prior and may visit night check

Mechanics (Cont)

- Schedule:
 - In-Brief with CO and key players
 - Brief Assistants on expectations and provide training (15-45 minutes)



Assistant Brief



Assistant Brief 2

Mechanics (Cont)

- Begin individual discussions (first three hours)
 - Non-intrusive -talk only to people that are available
 - 5 - 10 minutes in length to ascertain squadron issues, strengths, and background
- Facilitator and Assistants meet to discuss information compiled from discussions
- Begin Seminars (remaining 2 days)
- Debrief

Seminar Schedule

- Last for 1.5 to 2.0 hours
- Standard unit - 5 seminars
 - #1 - E4 and below (E3 and below USMC)
 - #2 - E5/E6 (E4/E5 USMC)
 - #3 - E7 and above (E6 and above USMC)
 - #4 - Junior Officers (O3 and below)
 - #5 - Senior Leadership (O4 and above – with or without Commanding Officer based on his/her preference)
- 12 to 15 people with varying gender, race, work center, and shift.

Seminar Description

- Conduct of Seminar
 - Facilitator and participant introductions
 - Discussion of CW Process and Fundamentals of “Operational Excellence.”
 - Current statistics (Class A mishaps, community mishaps, overview of Aircraft Mishap Board Causal Factors, and costing)
 - Assistant will take detailed notes of issues and numbers, no names recorded

Seminar Pillars

- 1st Pillar – Communication
 - Define (participant's definition)
 - Ask for ways / vehicles that unit communicates
 - Break down into effective / ineffective
 - Cite / record specific examples
 - Rank effectiveness of Communication both within their peer group and between their peer group and the rest of the squadron (Likert Scale)
 - Difference of greater than 2 indicates possible issue
 - Not a direct measure of “Good” or “Bad” unit



Likert Scale

Seminar Pillars

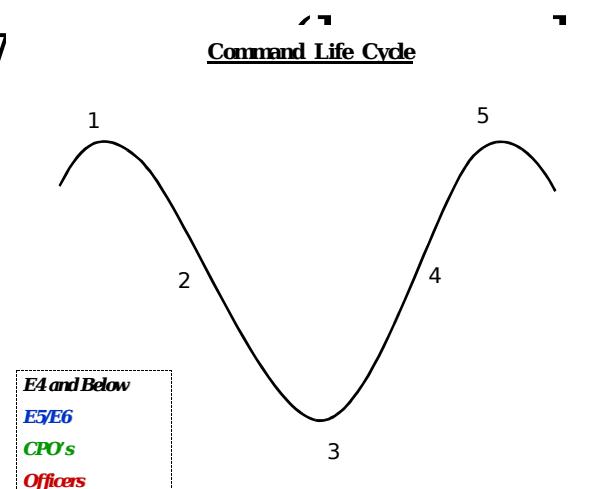
- 2nd Pillar – Trust
 - Define (participant's definition) – Get a definition that is close to “Confidence in the Ability, Character and Truthfulness”
 - Not a likeability factor – reference the definition
 - Ask participants who in the unit they trust and why?
 - Name some others in the Chain of Command and ascertain level of trust
 - Rank Trust within their peer group and between their peer group and the rest of the squadron
 - Derive number from Likert Scale

Seminar Pillars

- 3rd Pillar – Integrity
 - Define (participant's definition)
 - Ask which programs have integrity within the unit
 - Uncover perceived programs lacking integrity
 - Cite specific examples
 - Derive number from Likert Scale

Sine Curve Exercise

- All units have cycles
- Try to pinpoint where participants perceive the squadron is on curve - and what the corresponding highs and lows



Seminar Wrap-up

- Facilitator will cover all topics as needed to paint an accurate picture or requested by Commanding Officer
- Statistical or Motivational wrap-up
- As seminar's participants increase in rank, the seminars progress from facilitation to running debrief
- Commanding Officer can elect to be in Leadership Seminar or have separate debrief

Debrief

- Debrief
 - Covers all topics that were correlated in seminars, discussions, and/or observations
 - Give the Commanding Officer a “picture” of the culture and climate of his/her unit during that two-day snap shot in time
 - Anything collected during process left with Commanding Officer



Participant

Debrief (Cont)

- Can be written, verbal, or electronic.



- Facilitator assists with Step 1 of ORM, not to mentor or fix
- Tool for leadership to identify the hazards and take action they deem appropriate
- Debrief only to Commanding Officer, no higher headquarters

Metrics

- Facilitator will request Commanding Officer to complete a CO Critique sent out by the Aviation Directorate
 - Averages are computed for each question
 - Comments saved in whole
 - Database can sort information by any variable (TYCOM, Community, USN/USMC, etc.)
- Best Practices



Metrics (Cont)

Completed Workshops

- FY-01 - 56 - FY-04 - 80
- FY-02 - 53 - FY-05 - 104
- FY-03 - 52 - FY-06 - 140
(Goal)

- Average CW required 3.5 workdays (travel)
- Total Workdays required in FY-05: 490 days (includes assistant facilitator travel, training and non-standard units (CVNs, NASA, large EPC, Wi-AIMD, etc))

Metrics (Cont)

FY-04-05 Culture Workshop External Assessment :

- 261 USN/USMC squadrons
- 47 Class-A mishaps last two years.
- 168 (64% of USN/USMC) squadrons conducted a CW.
 - Only 7 had Class-A mishaps after a workshop

**BOTTOMLINE: SQUADRONS THAT
FAILED TO CONDUCT A CW (OVER 1/3
OF NAVAL AVIATION) ACCOUNTED FOR**

CW Facilitator Unit

- Located at Naval Safety Center, Norfolk, VA
- 9 USNR/USMCR facilitators
 - Five O6s and four O5s. Three under training.
- 5 Active Duty USN/USMC
 - Four O5s and 1 USMC O4. One under training.

Funding

- From 1996 - 2005, travel money was provided by each TYCOM for each CW
- Reserve man-days were allocated by either NAR Norfolk or NAR San Diego.
- For FY-06 and beyond, funding and man-days are provided by NSC itself via NAR, the POM process, and from FSA.

CO's Comments

- “Definitely will make a good squadron better. For a squadron with real problems, the impact would be profound.”
- “This is an absolute must for any CO. We have no other vehicle to accurately gauge the climate and culture in our squadrons.”
- “An eye-opener, never would have known about some issues.”
- “It was right on target and served my purposes well with minimal disruption.”
- “The input we received from the workshop team will be invaluable in shaping our new structure.”
- “This is a very effective means of pulsing the command to get answers that hard to get. THIS IS A MUST DO!”
- “This increased awareness will allow me to make necessary changes. This is great for my squadron and the Navy.”

CO's Comments (Cont)

- “A phenomenal program!! If you had the resources I would request this seminar quarterly.”
- “Will recommend this program to sister squadrons and my community. This program would be invaluable mid-deployment and could have used it to keep focused during an extended deployment.”
- “Absolutely must have. All (even the best) could benefit. Why would you not recommend this program?”
- “Priceless! We will do this again in (less than) a year!”
- “There were some eye-opening issues that were raised. Some deeper than previously assessed.”
- “Super Culture Workshop. Support 100%, every Navy command should go through this process.”
- “Great tool – in a squadron – could save an aircrew and airplane.”
- “I would highly recommend that every CO do this at least once during their command tour.”

Road Ahead

- Several communities inside and outside the USN/USMC have expressed interest in the program
 - USN Surface Community
 - CW Facilitators have trained two O6 Facilitators
 - Goal of 90 ships in FY-06
 - Requesting 18 Reserve billet Facilitators

Road Ahead (Cont)

- USN Subsurface
 - Requested assistance from CW Facilitators
 - Developing own program within Reserves
- USMC Ground
 - Beta test 2 ground units in II MEF - Nov 05
 - 1/8/ 2d Tanks at Camp LeJeune

Questions?

